

Message Text

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FM AMEMBASSY LOME
TO SECSTATE WASHDC 3981

UNCLAS SECTION 1 OF 5 LOME 1280

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT FROM AMBASSADOR PALMER

EO 11652: N/A
TAGS: OGEN TO
SUBJ: FY1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT
(GORM) PROCESS-TOGO

REF: STATE 63477

PART I-MODIFIED ZERO BASE BUDGET ANALYSIS

1. FORM ZZB-1

TOTAL US PERSONNEL 9
TOTAL FSL 30
TOTAL COUNTRY CURRENT LEVEL 39
A. PACKAGE I (CURRENT LEVEL X 0.9) IS 35
B. PACKAGE II NOT REQUIRED
C. PACKAGE III (CURRENT LEVEL) IS 4
D. PACKAGE IV (OPTIMAL LEVEL) IS 5
THE AMERICAN/FSL POSITION RATIO FOR TOGO IS ONE AMERICAN
POSITION EQUALS FIVE LOCAL POSITIONS.

2. FORM ZBB-2

FY78 PACKAGE I (90 PCT)
(1) (2) (3) (4) (5) (6) (7)
AMER AMER AMER AMER
FUNCTION OFF STAFF FSL OFF STAFF FSL
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EXEC	2	2	3	2	2	2
POL/LABOR	-	-	-	-	-	-
E/C	1	-	1	1	-	1
CONS	1	-	1	-	-	1
ADMIN	1	2	25	1	1	25
TOTAL THIS PCKAGE	5	4	30	4	3	30
CUMULATIVE TOTAL	5	4	30	4	3	30

	PACKAGE III		PACKAGE IV			
	(CURRENT LEVEL)		(OPTIMAL LEVEL)			
(1)	(8)	(9)	(10)	(11)	(12)	(13)
	AMER	AMER	AMER	AMER		
FUNCTION		OFF	STAFF	FSL	OFF	STAFF FSL
EXEC	-	-	-	-	-	-
POL/LABOR	-	-	-	-	-	-
E/C	-	-	-	-	-	-
CONS	1	-	-	-	-	-
ADMIN	-	1	-	1	2	2
TOTAL THIS PCKAGE	1	1	-	1	2	2
CUMULATIVE TOTAL	5	5	30	6	6	32

3. FORM ZBB-3

(1) DECISION UNIT: TOGO

(2) PACKAGE I OF IV

(3) ACTIVITY DESCRIPTION:

THIS DECISION PACKAGE REPRESENTS A DECREASE TO 87 PERCENT OF OUR CURRENT PERSONNEL CEILING SINCE AMERICAN/LOCAL TRADE-OFF RATIO IS 1:5. IN ORDER TO ACHIEVE THIS ECONOMY, THE EMBASSY WOULD RECONSOLIDATE ITS ECONOMIC/COMMERCIAL AND CONSULAR SECTIONS AND REDUCE ITS ADMINISTRATIVE (COMMUNICATIONS) SECTION BY ONE AMERICAN STAFF POSITION. THE SEVEN-MAN EXECUTIVE STAFF (TWO OFFICERS, TWO STAFF, THREE FSLs) WOULD REMAIN UNCHANGED AND WOULD CONTINUE TO UNCLASSIFIED

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PROVIDE THE NECESSARY MANAGEMENT LEADERSHIP AND DIRECTION FOR ALL ELEMENTS OF THE MISSION. ESSENTIAL REPRESENTATION AND POLITICAL REPORTING REQUIREMENTS WOULD CONTINUE TO BE MET. THE ECONOMIC/COMMERCIAL/CONSULAR SECTION REDUCED BY ONE AMERICAN OFFICER(TO ONE AMERICAN OFFICER AND TWO FSLs) WOULD BE ABLE TO PERFORM ESSENTIAL CONSULAR AND ECON/COMMERCIAL FUNCTIONS. THE OFFICER IN CHARGE OF THESE SECTIONS COULD EXPECT TO SPEND BETWEEN 30-40 PERCENT OF HIS TIME ON CONSULAR MATTERS. THE E/C LOCAL WOULD BECOME PARTIALLY INVOLVED IN CONSULAR WORK TO COMPENSATE FOR LOST OFFICER TIME. ECONOMIC/COMMERCIAL FUNCTIONS WOULD SUFFER, ALTHOUGH THE AMBASSADOR AND DCM COULD PICK-UP SOME SLACK AT THE COST OF TIME NOW DEVOTED TO OTHER RESPONSIBILITIES.

THE ADMINISTRATIVE SECTION--REDUCED BY ONE AMERICAN STAFF POSITION TO ONE OFFICER, ONE STAFF AND 25 FSLs--WOULD BE ABLE TO PROVIDE THE SAME LEVEL OF SERVICES AS CURRENTLY. IN ORDER TO COMPENSATE FOR THE REDUCTION OF ONE COMMUNICATOR, AT LEAST ONE MEMBER OF THE STAFF OF THE EXECUTIVE SECTION WOULD HAVE TO HAVE TRAINING IN COMMUNICATIONS AND WOULD BE EXPECTED TO WORK PART TIME IN THE COMMUNICATIONS SECTION.

(4) RESOURCE REQUIREMENTS:

	FY78	FY79	FY80	
				THIS PCK CUMULATIVE ONLY
OFFICERS	5	5	4	4
STAFF	4	4	3	3
FSLs	30	30	30	30
TOTAL	39	39	37	37

(5) IMPACT ON US POLICY, GOALS, OBJECTIVES AND
ESSENTIAL ACTIVITIES:

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AT THIS LEVEL THE EMBASSY COULD CONTINUE TO SUPPORT GOALS IV AND V THOUGH LESS EFFECTIVELY. SUPPORT OF GOALS I, II AND III, HOWEVER, WOULD BE REDUCED BECAUSE OF THE LACK OF PERSONNEL RESOURCES. THE COMBINING OF THE E/C AND CONSULAR POSITIONS WOULD REDUCE EMBASSY REPORTING CAPACITY SUBSTANTIALLY. CONSULAR FUNCTIONS, BECAUSE OF THEIR STATUTORY NATURE, WOULD CONTINUE TO BE PERFORMED AS BEFORE.

(1) DECISION UNIT: TOGO

(2) PACKAGE II OF IV

(3) ACTIVITY DESCRIPTION:

BECAUSE OF THE SIZE OF THE MISSION IN TOGO (TOTAL COMPLEMENT OF 39) PACKAGE II IS NOT REQUIRED.

(1) DECISION UNIT: TOGO

(2) PACKAGE III OF IV

(3) ACTIVITY DESCRIPTION:

AT THIS LEVEL THE EMBASSY WOULD BE ABLE TO CONTINUE ALL CURRENT ACTIVITIES IN SUPPORT OF THE AGREED FIVE MAJOR POLICY GOALS AND OBJECTIVES.

(4) RESOURCE REQUIREMENTS:

	FY78	FY79	THIS PKG	FY80	CUMULATIVE
US OFFICERS	5	5	1		5
US STAFF	4	4	1		4
FSLs	30	30	-		30

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TOTAL	39	39	2		39
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(5) IMPACT STATEMENT:

THE MISSION ANTICIPATES A CONSIDERABLE INCREASE IN THE FLOW OF US TOURISTS, BUSINESSMEN AND OFFICIAL VISITORS TO TOGO. THIS JUDGEMENT IS BASED UPON RECENT NUMBERS OF VISITORS, SUBSTANTIAL INVESTMENT IN THE TOURIST INDUSTRY, AND THE FAVORABLE CLIMATE FOR OTHER INVESTMENT THAT HAS BEEN FOSTERED HERE. DESPITE THE PROJECTED INCREASE AND THE STRAIN IT WILL PLACE ON MISSION RESOURCES, THE MISSION FEELS THAT WITH SOUND PLANNING AND EFFECTIVE MANAGEMENT IT WILL BE ABLE TO PROVIDE QUALITY SERVICE WITH THE CURRENT LEVEL OF POSITIONS.

(1) DECISION UNIT: TOGO

(2) PACKAGE IV OF IV

(3) ACTIVITY DESCRIPTION:

THE INCREASE ENVISIONED BY THIS PACKAGE (ONE AMERICAN OFFICER, TWO AMERICAN STAFF, TWO FSLs) ARE BASED UPON THE EXPECTATION THAT LOME WILL BE MADE AN AFRECON NODAL POINT. THE IMPLEMENTATION OF THIS DECISION WOULD REQUIRE AN INCREASE OF TWO COMMUNICATORS. LOGISTICAL SUPPORT TO THE ENLARGED COMMUNICATIONS SECTION AND A PROJECTED INCREASE IN AID STAFF WILL MAKE THE ADDITION OF ONE AMERICAN GENERAL SERVICES OFFICER AND TWO FSLs TO THE JOINT ADMINISTRATIVE SECTION ESSENTIAL IF THE PRESENT LEVEL OF SERVICE IS TO BE MAINTAINED.

(4) RESOURCE REQUIREMENTS:

	FY78	FY79	FY80	THIS PKG ONLY	CUMULATIVE
US OFFICERS	5	6	1		6
US STAFF	4	6	2		6

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FSLs	30	32	2		32
TOTALS	39	44	5		44

(5) IMPACT STATEMENT:

THE HIGHER PERSONNEL CEILING WOULD HAVE A NEGLIGIBLE IMPACT ON THE CURRENT LEVEL OF POST ACTIVITIES IN SUPPORT OF THE FIVE MAJOR GOALS AND OBJECTIVES. THE INCREASE WOULD REFLECT THE ADDED REGIONAL RESPONSIBILITIES UNDERTAKEN BY THE POST AS A RESULT OF THE INTRODUCTION OF THE AFRECON SYSTEM AND AN INCREASED ABILITY BY THE JOINT ADMINISTRATIVE SECTION TO SUPPORT AN ENLARGED AID STAFF.

4. NARRATIVE STATEMENT:

THE MAJORITY OF THE POST'S BUDGET FUNDS ADMINISTRATIVE SUPPORT.

THE MISSION RECEIVES 5800 DOLLARS IN REPRESENTATIONAL FUNDS WHICH ARE DIVIDED AMONG FIVE OFFICERS INCLUDING THE AMBASSADOR. THEY ARE USED TO PROMOTE EVENTS SUCH AS THE VISITS OF US NAVAL VESSELS TO LOME AND THE ANNUAL FOURTH OF JULY RECEPTION AS WELL AS TO FACILITATE UNOFFICIAL EXCHANGES BETWEEN TOGOLESE GOVERNMENT AND BUSINESS LEADERS AND MEMBERS OF THE MISSION AND VISITING US INVESTORS. FURTHER, THIS PROGRAM HAS BEEN USED TO STIMULATE DIALOGUE BETWEEN US DEVELOPMENT EXPERTS AND THEIR TOGOLESE COUNTERPARTS. THE PROGRAM HAS BEEN SUCCESSFUL AND HAS GREATLY ENHANCED ACCESS TO THE HIGHER ECHELONS OF THE GOVERNMENT AND BUSINESS COMMUNITY.

THE EMBASSY ALSO RUNS A MODEST COMMERCIAL SERVICES CENTER. FUNDS FOR THIS CENTER ARE USED PRIMARILY TO MAINTAIN AND PERIODICALLY UPDATE RELEVANT LITERATURE.

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BECAUSE OF THE HIGH COSTS OF CONTRACTING FOR SERVICES,
AND THE GENERAL UNEVENNESS IN THE QUALITY OF THESE

SERVICES WHEN(AND IF) RECEIVED, THE EMBASSY HAS HIRED AND TRAINED WORKMEN TO ASSIST IN HOUSING AND VEHICLE MAINTENANCE PROGRAMS. THIS SYSTEM HAS WORKED WELL, IS COST-EFFECTIVE AND CONTRIBUTES TO THE HIGH MORALE THAT THIS POST ENJOYS. CONCOMITANTLY, THE MISSION HAS EXERCISED CAUTION IN ITS HIRING POLICIES TO ENSURE THAT OVERSTAFFING HAS NOT OCCURRED, PREFERRING TO PAY OCCASIONAL OVERTIME THAN TO HAVE EMPLOYEES IDLE DURING THE WORK DAY.

THE EQUIPMENT REPLACEMENT PROGRAM HAS BEEN DESIGNED TO MNIMIZE THE COMBINED COSTS OF REPLACEMENT AND MAINTENANCE. IT IS THE RULE, NOT THE EXCEPTION, HERE TO RECYCLE EQUIPMENT AND FURNISHINGS WHENEVER POSSIBLE.

IF FUNDS WERE REDUCED TO BELOW CURRENT LEVELS WITHOUT A COMMENSURATE REDUCTION IN PERSONNEL STRENGTH, THE MISSION WOULD BE OBLIGED TO DELAY IMPLEMENTATION OF VARIOUS ASPECTS OF THE EQUIPMENT REPLACEMENT PROGRAM.

HOST GOVERNMENT ANTIPATHY TO REDUCTIONS IN FORCE HAS MADE IT DIFFICULT IN THE PAST TO LAYOFF LOCAL EMPLOYEES AND CREATED IRRITATIONS IN BILATERAL RELATIONS. FURTHERMORE, THE ATTRITION RATE IS FOR ALL PRACTICAL PURPOSES ZERO.
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ACCORDINGLY, WHILE THE MISSION HAS SERIOUSLY ENTERTAINED THE QUESTION OF REDUCING THE FSL STAFF, WE HAVE DECIDED AGAINST THIS COURSE.

WERE THE PERSONNEL CEILING TO BE REDUCED TO THE NUMBER OUTLINED IN DECISION PACKAGE ONE, THE POST COULD MAINTAIN THE CURRENT LEVEL OF ACTIVITIES AND REALIZE A SAVINGS OF ABOUT \$130,000.

AT CURRENT BUDGET LEVELS, ADJUSTED FOR INFLATION, THE MISSION FORSEES NO SIGNIFICANT REDISTRIBUTION OF FUNDS AMONG PROGRAMS.

PART II-EVALUATION OF GOALS, OBJECTIVES AND RESOURCE MANAGEMENT OF ALL AGENCIES

1. AID

THE AID PROGRAM IS PRIMARILY SHAPED BY WASHINGTON GUIDELINES WHICH FOCUS ACTIVITIES ON THE BASIC HUMAN NEEDS OF TOGO'S POOR MAJORITY. SINCE OTHER DONORS SUPPORT TOGO'S DEVELOPMENT PLANS IN OTHER SECTORS, AID'S BHN'S CONCENTRATION INTEGRATES NICELY INTO THE TOTAL DEVELOPMENT EFFORT AND IS FULLY ACCEPTABLE TO THE TOGOLESE.

LESS FELICITOUSLY, THE AID PROGRAM IN TOGO IS SHAPED BY THE HEAVY EMPHASIS ON REGIONAL FUNDING MECHANISMS. IN PRACTICE, EACH SEPARATE FUND TENDS TO CREATE AN ACTIVITY IN EACH ELIGIBLE COUNTRY. THE MISSION IS LOATH TO OPPOSE THS TENDANCY BECAUSE THE ACTIVITIES ARE USUALLY WORTHWHILE IN THEMSELVES AND DESIRED BY THE TOGOLESE. HOWEVER, THE USE OF REGIONAL MECHANISMS HAS A STRUCTURAL EFFECT OF DISPERSING AID ACTIVITIES IN MANY

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SMALL PROGRAMS, AND THE EFFORT SPENT ON PROJECT IDENTIFICATION AND DESIGN IS HIGH IN RELATION TO THE TRANSFER OF RESOURCE AND TECHNOLOGY. IN TOGO OVER 30 AID-SPONSORED ACTIVITIES OR PROGRAMS COMPETE FOR THE ATTENTION OF ONE AID OFFICER AND ONE IDI.

THE COMPLEX ADMINISTRATIVE STRUCTURE IN WHICH AID'S ACTIVITIES IN TOGO ARE SITUATED IN ANOTHER OBSTACLE TO EFFICIENCY. DIRECT LINE CONTROL IS EXERCISED BY THE REGIONAL DEVELOPMENT OFFICE IN NIAMEY; TECHNICAL AND LEGAL SUPPORT COMES FROM REDSO/ABIDJAN AND AID/WASHINGTON; MUCH AID ACTIVITY IS FUNDED ON A REGIONAL BASIS WITH CONTROL RESTING IN WASHINGTON OR REDSO. THIS ADMINISTRATIVE ENVIRONMENT TENDS TO SLOW DOWN THE BASIC TASK OF PROJECT IDENTIFICATION, DESIGN AND IMPLEMENTATION AND, IN MANY CASES, CONFUSION ARISES BECAUSE THE DECISION MAKER IS NOT FULLY INFORMED ON THE SITUATION IN TOGO.

DESPITE THE ABOVE CONSTRAINTS, WE REALIZE THAT AID IS THE US GOVERNMENT'S CHOSEN INSTRUMENT IN DEALING WITH DEVELOPMENT AND, IF WE ARE TO HAVE SUCCESSFUL BILATERAL RELATONS WITH TOGO, WE WILL HAVE TO WORK THROUGH AID TO SUPPORT TOGO'S DEVELOPMENT ASPIRATIONS. THIS MISSION'S PRIMARY GOAL IS TO BUILD UP THE OVERALL SIZE OF THE US ASSISTANCE PROGRAM IN TOGO TO \$5 MILLION ANNUALLY, THE MINIMUM FIGURE WHICH WILL ESTABLISH US A A RELIABLE AND SIGNIFICANT PARTNER IN TOGO'S DEVELOPMENT EFFORTS. IN FY77, THE TOTAL PROGRAM WAS \$3.47 MILLION, INCLUDING A ME MILLION EMERGENCY FOOD PROGRAM. PRIOR TO FY77 THE PROGRAM HAD RARELY TOPPED \$2 MILLION.

ANOTHER MISSION OBJECTIVE IS TO STRENGTHEN THE LOME AID OFFICE AND SIMPLIFY ITS RELATIONSHIP WITH OUT-OF-COUNTRY SUPPORT ELEMENTS. WE HOPE THAT THE COUNTRY DEVELOPMENT STRATEGY STATEMENT AND THE FY80 ABS SUBMISSION UNDER NEW AID PROCEDURES WILL BE IMPORTANT

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MILESTONES TOWARD THESE GOALS. WE INTEND TO DEMONSTRATE
THAT IT IS POSSIBLE TO CONSTRUCT AN ASSISTANCE PROGRAM
IN TOGO WHICH IS FULLY CONSISTENT WITH WASHINGTON GUIDELINES

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AND AID'S LEGISLATIVE MANDATE, FITS NICELY WITH OTHER
FOREIGN DONOR SUPPORTED DEVELOPMENT ACTIVITIES IN TOGO,
AND COINCIDES WITH PRIORITY TOGOLESE GOALS. IF THESE
OBJECTIVES CAN BE OBTAINED, THE AID PROGRAM WILL MAKE A
MUCH STRONGER CONTRIBUTION TO US-TOGOLESE RELATIONS AND
TOGOLESE DEVELOPMENT THAN IT HAS IN THE PAST.

2. ICA

ICA IN TOGO CONDUCTS A BALANCED PROGRAM OF ACTIVITIES:
INTERNATIONAL VISITORS PROGRAMS, CULTURAL PROGRAMS AND
PRESENTATIONS, CULTURAL CENTER, NEWSLETTER, SUPPORT FOR
ENGLISH TEACHING ACTIVITIES, ETC. THESE PROGRAMS ARE
FOCUSED ON TOGO'S EXPANDING INTELLECTUAL, POLITICAL AND
ADMINISTRATIVE ELITE AND ARE CONDUCTED ON SUCH A SCALE THAT
THEY MAKE A DIFFERENCE. THE ONE OFFICER ICA OPERATION
CANNOT BE CUT WITHOUT SACRIFICING ESSENTIAL PROGRAM
ELEMENTS. THERE IS SOME ROOM FOR EXPANSION, SUCH AS IN
THE FUNDING OF GRANTS AND LIBRARY SUPPORT, WITHOUT
CORRESPONDING STAFF INCREASES. WE WOULD NOT RECOMMEND AN
INCREASE IN THE PROGRAM ON SUCH A SCALE THAT AN INCREASE
IN AMERICAN STAFF WOULD BECOME NECESSARY. IN SHORT, THE
PROGRAM IS BALANCED, WELL TARGETED AND BASICALLY IN
PROPORTION TO THE JOB ICA IS HERE TO DO.

3. PEACE CORPS

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THE PEACE CORPS PROGRAM IN TOGO HAS BEEN OPERATING SUCCESSFULLY FOR A NUMBER OF YEARS, MEETING BOTH PEACE CORPS OBJECTIVES OF PERSON-TO-PERSON CONTACT AND SUPPORTING TOGOLESE DEVELOPMENT EFFORTS IN MODEST, BUT EXTREMELY IMPORTANT WAYS. THE PEACE CORPS HERE IS CLEARLY CREATING A CLIMATE OF GOOD WILL AND HABITS OF COOPERATION WHICH LUBRICATE ALL US GOVERNMENT ACTIVITIES IN TOGO. THROUGH EXPERIENCE, IT HAS BEEN DEMONSTRATED THAT A PROGRAM SIZE OF ABOUT 100 VOLUNTEERS AND AN AMERICAN STAFF OF THREE, INCLUDING A MEDICAL OFFICER, IS APPROPRIATE TO THE TOGOLESE SITUATION. VOLUNTEERS ARE SPREAD THROUGHOUT THE COUNTRY, BUT LARGE CONCENTRATIONS ARE AVOIDED. THE PROGRAM IS LARGE ENOUGH TO BE OF REAL VALUE TO TOGOLESE AUTHORITIES IN MEETING CERTAIN SKILL SHORTAGES SUCH AS SCIENCE AND ENGLISH TEACHERS. PROGRAMS IN RURAL CONSTRUCTION, AGRICULTURAL EDUCATION, AND THE CONSTRUCTION OF FOOD STORAGE FACILITIES GIVES THE PROGRAM A STRONG BASIC HUMAN NEEDS COLORATION. NEW PROGRAMS IN WELLS AND HEALTH WILL REENFORCE THE BHN COMPONENT. A SMALL GROUP OF VOLUNTEERS WORKING TO INTRODUCED ANIMAL TRACTION AS AN INTERMEDIATE TECHNOLOGY HAVE PIONEERED THE WAY TO A LARGER AID PROGRAM IN THIS AREA. THE MISSION BELIEVES THAT THE PEACE CORPS PROGRAM'S SUCCESS IS ITS OWN JUSTIFICATION. THE PROGRAM HAS SHOWN A HEALTHY ABILITY TO ADJUST TO CHANGES IN TOGO AS WELL AS TO NEW WASHINGTON REQUIREMENTS.

DESPITE OUR STRONG SUPPORT FOR THE PEACE CORPS PROGRAM IN TOGO, THE SIZE OF THE PROGRAM PROBABLY CAN BE VARIED UP TO A RANGE OF 20 PERCENT ABOVE OR BELOW THE 100 VOLUNTEER MARK WITHOUT SUBSTANTIAL CHANGE IN THE PROGRAM'S IMPACT ON MISSION GOALS. REDUCTION OF THE

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PROGRAM, OF COURSE, WOULD CUT DIRECTLY THE NUMBER OF AMERICANS HAVING THE BENEFIT OF THE PEACE CORPS EXPERIENCE. TRIMMING OF THE PEACE CORPS PROGRAMS IN MANY CASES WOULD TEND TO SLOW DOWN USEFUL DEVELOPMENT INITIATIVES SUCH AS THE INITIATION OF A COUNTRY-WIDE GARDEN PROGRAM IN PRIMARY SCHOOLS; BUT FROM THE POINT OF VIEW OF BASIC MISSION OBJECTIVES OF FOSTERING HABITS OF COOPERATION BETWEEN AMERICANS AND TOGOLESE, THE SIZE OF

THE PROGRAM WITHIN A REASONABLE RANGE IS NOT CRUCIAL.
ADJUSTMENTS, HOWEVER, SHOULD BE MADE GRADUALLY SINCE
SOME GOT PROGRAMS HAVE BECOME DEPENDENT ON PEACE
CORPS MANPOWER.

4. DEFENSE PROGRAMS

THE DEFENSE ATTACHE ACCREDITED TO THE ENTENTE STATES
IS RESIDENT IN ABIDJAN. BECAUSE TOGO IS THE ONLY ENTENTE

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STATE FOR WHICH A PRESIDENTIAL DETERMINATION HAS NEVER
BEEN MADE, THERE HAS NEVER BEEN ANY PROGRAM OF MILITARY
ASSISTANCE OR FMS. IN LATE 1977, TWO TOGOLESE
OFFICERS PARTICIPATED IN A ONE TIME IMET PROGRAM. THE
EMBASSY HOPES TO MAKE A SMALL IMET PROGRAM A REGULAR
COMPONENT OF MISSION ACTIVITIES. WE ATTRIBUTE HIGH
PRIORITY TO THIS GOAL BECAUSE OF THE KEY POLITICAL ROLE
OF THE TOGOLESE MILITARY; WITHOUT SUCH A PROGRAM, WE HAVE
HISTORICALLY HAD VERY LITTLE ACCESS TO TOGOLESE OFFICERS.
WE BELIEVE SUCH A SMALL PROGRAM CAN BE SUCCESSFULLY
MANAGED BY THE NONRESIDENT DEFENSE ATTACHE. WE WOULD ALSO
LIKE TO CONTINUE THE PATTERN OF ANNUAL NAVAL VISITS
ESTABLISHED IN 1977 AND 1978.

5. IN RESPONDING TO THE GORM EXERCISE REQUIREMENT FOR
A RANK ORDERED LIST OF THE TEN PERCENT OF US GOVERNMENT
ACTIVITIES THAT ARE LEAST IMPORTANT TO THE ATTAINMENT OF
MISSION GOALS, OUR BASIC STRATEGY IS TO LET THE BULK OF THE
VUT FALL ON AID. SINCE OUR ASSISTANCE PROGRAM IN THE PAST
HAS BEEN NEITHER STEADY NOR LARGE, TOGOLESE EXPECTATIONS
ARE LOW. WE WOULD LIKE TO POINT OUT, HOWEVER, THAT CUTS
IN THE AID SECTOR GO IN THE OPPOSITE DIRECTION FROM THE

MISSION GOAL OF ESTABLISHING OURSELVES AS A RELIABLE
PARTNER IN TOGOLESE DEVELOPMENT. THE CONTINUATION OF A
MINIMAL ASSISTANCE POSTURE REFLECTS INDIRECTLY AND ADVERSELY
ON OTHER MISSION GOALS; WE WOULD LIKE TO REVERSE THIS
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EFFECT.

TO ACHIEVE A TEN PERCENT REDUCTION IN US GOVERNMENT
ACTIVITIES, WE OFFER THE FOLLOWING RANKED LISTING:
AIP EVALUATION OF HEALTH DELIVERY SYSTEMS \$400,000
AIP ANIMAL TRACTION \$350,000
AIP SEED MULTIPLICATION \$470,000
CONSOLIDATION OF THE E/C CONSULAR OFFICER POSITIONS AND THE
CUT OF ONE C&R STAFF \$130,000
THE ELIMINATION OF PLANNED NEW PEACE CORPS PROJECTS IN
HEALTH AND WELLS \$84,000
TECHNICAL ASSISTANCE IN SHELTER SECTOR \$270,000

THE ABOVE CUTS ARE SUFFICIENTLY LARGE TO PERMIT
BEGINNING THE MODEST IMET INITIATIVE MENTIONED ABOVE.
IN A SITUATION INVOLVING SUCH HEAVY CUTS IN THE AID SECTOR,
THE EMBASSY WOULD STRONGLY RECOMMEND THE REPROGRAMMING
OF \$100,000 FROM THE ELIMINATED ACTIVITIES TO SELF-HELP;
AN INCREASE IN THIS FLEXIBLE AND POPULAR PROGRAM WOULD
ALLOW US, AT RELATIVELY MODERATE EXPENSE, TO DEMONSTRATE
A CONTINUED INTEREST IN TOGOLESE WELFARE, ALTHOUGH
FROM A DEVELOPMENT POINT OF VIEW THE GESTURE MIGHT BE
PARTIALLY SYMBOLIC. PALMER

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Review Date: 19 apr 2005
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Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2904701
Secure: OPEN
Status: NATIVE
Subject: FY1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM) PROCESS-TOGO
TAGS: OGEN, TO
To: STATE
Type: TE
vdkgvwkey: odhc://SAS/SAS.dbo.SAS_Docs/6b6779aa-c288-dd11-92da-001cc4696bcc
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